

# 2007 ANNUAL REPORT

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**Illinois Department  
of Transportation**

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## OUR MISSION

We provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for our environment.

## OUR GUIDING PRINCIPLES

We will accomplish our mission while making the following principles the hallmark of all our work:

**Safety • Integrity • Responsiveness • Quality • Innovation**

## OUR VISION

The Illinois Department of Transportation will be recognized as the premier state department of transportation in the nation.

## QUALITY POLICY

IDOT will consistently provide safe, cost-effective transportation for Illinois that meets or exceeds the requirements and expectations of our customers. We will actively pursue ever improving quality through programs that enable each employee to continually strive to do their job right the first time, every time.

## QUALITY STATEMENT

Do it right the first time, every time.



OFFICE OF THE GOVERNOR  
JRTC, 100 W. RANDOLPH, SUITE 16  
CHICAGO, ILLINOIS, 60601

ROD R. BLAGOJEVICH  
GOVERNOR



Fellow Illinoisans,

The Illinois Department of Transportation has worked hard to ensure accomplishment of its mission calling for safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity and demonstrate respect for our environment.

This 2007 IDOT Annual Report highlights just some of our state's transportation accomplishments from the past year along with ongoing efforts to improve IDOT's efficiency and effectiveness, and its stewardship of vital transportation assets, throughout the state.

From reconstructing highways in 2007 including completion of the Dan Ryan and Kingery Expressways in Chicago, to the dedication of the McKinley Bridge in southwestern Illinois, together we have raised the standards of transportation excellence. Increasing numbers of vehicles, drivers, and mileages driven on Illinois roadways show motorists, commercial users and other travelers from Illinois and throughout the nation are utilizing Illinois' world-class system of roads and bridges to great advantage. In addition, record numbers of travelers are using Illinois airports and public transportation options, including inter-city passenger rail services and commuter bus and rail transit services throughout the state.

With the help of strong legislation, we have continued to reduce the number of fatalities on Illinois roadways, including work zones, in part by encouraging greater use of safety belts. IDOT continues to work in partnership with other state agencies and local governments to improve our state's quality of life and to promote continuing economic prosperity. I am proud that IDOT has continued to be a leader in our environmental initiatives, from recycling to reduced vehicle emissions, in leading the way to a cleaner, greener Illinois.

I am confident about the future of transportation in Illinois as I look to IDOT for continuing leadership in keeping our roads and bridges safe, our travel options plentiful, and our economy strong.

Sincerely,

A handwritten signature in black ink that reads "Rod Blagojevich". The signature is stylized and cursive.

Rod R. Blagojevich  
Governor



# Illinois Department of Transportation

## Office of the Secretary

2300 South Dirksen Parkway/Springfield, Illinois/62764

217/782-5597

March 2008

Fellow Illinoisans:

The Illinois Department of Transportation (IDOT) is dedicated to its responsibility for continuing stewardship of Illinois' vast system of transportation assets and resources. We are working hard to ensure that Illinois' world-class transportation system is properly funded and maintained to provide vital links for commercial shipping and personal travel to places throughout the nation and around the world.

When IDOT promises to "Do It Right the First Time, Every Time," as outlined in our Quality Statement, we are conveying the pride and seriousness shared by our entire staff as we approach our daily duties. But the implications of the statement are appropriate for another reason as well: We at IDOT fully realize and agree with the premise that the more we can do correctly and properly the first time we try, the less time and resources are wasted in fixing things later.

The engineering and technical professionals of IDOT think about and live by this Statement of Quality every day. It is a standard by which we constantly measure ourselves.

The IDOT Annual Report for 2007 reflects and highlights accomplishments at IDOT that are born of the professionalism and commitment to duty that produced such a quality statement. To say I am proud to be associated with this organization is an understatement.

As you review the status and accomplishments of IDOT in this report, please be assured that we at IDOT understand that our work is never done. We consistently seek to improve on all the work we do, we provide for safety and mobility throughout our transportation system 24 hours a day, 7 days a week.

IDOT is committed to providing safe, cost-effective and accessible transportation services for business and leisure travelers throughout Illinois. It is our ongoing promise to Illinois.

Sincerely,

A handwritten signature in black ink, appearing to read 'Milton R. Sees'.

Milton R. Sees, P.E.  
Secretary

# INTRODUCTION



On Jan. 1, 1972, by an Act of the 77th General Assembly, Illinois became the 14th state to establish a Department of Transportation. This department assumed the responsibilities of the Department of Public Works and Buildings and the Office of Mass Transportation from the Department of Local Government Affairs. Also included in the new Illinois Department of Transportation (IDOT) were the safety inspection functions administered by the State Police, Secretary of State, Illinois Commerce Commission and the Superintendent of Public Instruction. On Aug. 30, 1973, Aeronautics became a division within IDOT. In July 1995, the Division of Water Resources, originally a part of IDOT, was transferred to the newly formed Department of Natural Resources.

Because IDOT was created to meet the multi-modal transportation needs of our state, it was Illinois' first agency to be headed by a "Secretary." IDOT is responsible for building and maintaining the state's highways, supporting air, rail and public transportation projects, and encouraging traffic safety so that the avenues of commerce and travel remain open and accessible to all of Illinois.

In 2006, the U.S. Department of Transportation, IDOT and other state departments of transportation across the nation celebrated the 50th anniversary of the Eisenhower Interstate Highway System. Illinois played an integral role in making that continental undertaking a reality, inspired through President Dwight D. Eisenhower's forward thinking. Holding true to Illinois' historical role as a crossroads for national transportation starting decades ago with critical rail and air services, three of the five transcontinental Interstate highways traverse Illinois – Interstates 70, 80 and 90.

Illinois business and leisure travelers rely on the promise of reliable, safe and cost-effective transportation services, and in turn, IDOT commits itself to the operation, oversight and maintenance of the state system. As a result, IDOT enjoys the nation's fifth largest highway system, the second largest public transportation system, the second largest rail system, and one of the busiest airport systems in the nation.

That was IDOT's past and present. This annual report is designed to illustrate IDOT's continual movement forward. Today's goals for transportation in Illinois revolve around improved safety, improved mobility, preservation of our priceless intermodal transportation system, and the proper stewardship of that system to improve quality of life and economic prosperity throughout the state.

# EXECUTIVE SUMMARY

The Illinois Department of Transportation delivered a nearly \$1.8-billion annual highway program as promised in 2007, while reducing staff numbers to a record low.

IDOT trimmed staff numbers by nearly 7 percent in 2007, reducing headcount to fewer than 5,400 department-wide for the first time in IDOT history. Coupled with the staff reductions, strict attention to programming, engineering and administrative efficiencies and improved process management meant that the 2007 highways program accomplished more miles of improved pavement and more bridge improvements than promised or projected for the year.

At the same time, IDOT further entrenched its successful policies emphasizing improved traffic safety, greater administrative efficiency, department-wide quality management, and more timely and accurate real-time communications for travelers and transportation workers.

IDOT innovations in work zone safety, motorist safety awareness and state-of-the-art electronic communications updates continue to reduce the number of crash fatalities on Illinois roads, achieving another record low since 1924, and help drivers and other travelers make more informed decisions to avoid traffic congestion even as they travel.

Internally, IDOT continued its drive to greater efficiency through better communications, key process changes and workload restructuring, improved deployment of staff, and more effective coordination of technological improvements. IDOT in 2007 expanded its improved process management standards within the department, including a quality management system certified under the ISO 9001:2000 Standard, an internationally recognized quality standard that emphasizes public accountability and process efficiency. The Department is applying the ISO standards to further link and guide administrative activities affecting all areas of the organization.

*The net results of these activities included:*

- Delivery of its nearly \$1.8-billion highways program at a 91.4 percent accomplishment rate with the lowest staff headcount in IDOT history;
- Expanded passenger rail service for Illinois travelers and a record number of train passengers as nearly 1.2 million utilized inter-city passenger service;
- Expanded public transit service especially in historically underserved areas;
- Significant improvements to the regional airport system;
- Improved coordination and oversight of public transportation service.

Thus, for the fifth consecutive year, IDOT made significant progress in addressing the Governor's priorities for public safety, reform and renewal, jobs, education,

health care, environment, and a balanced budget. A listing of IDOT's top 10 accomplishments in 2007 follows:

## **IDOT's Top 10 Accomplishments for 2007**

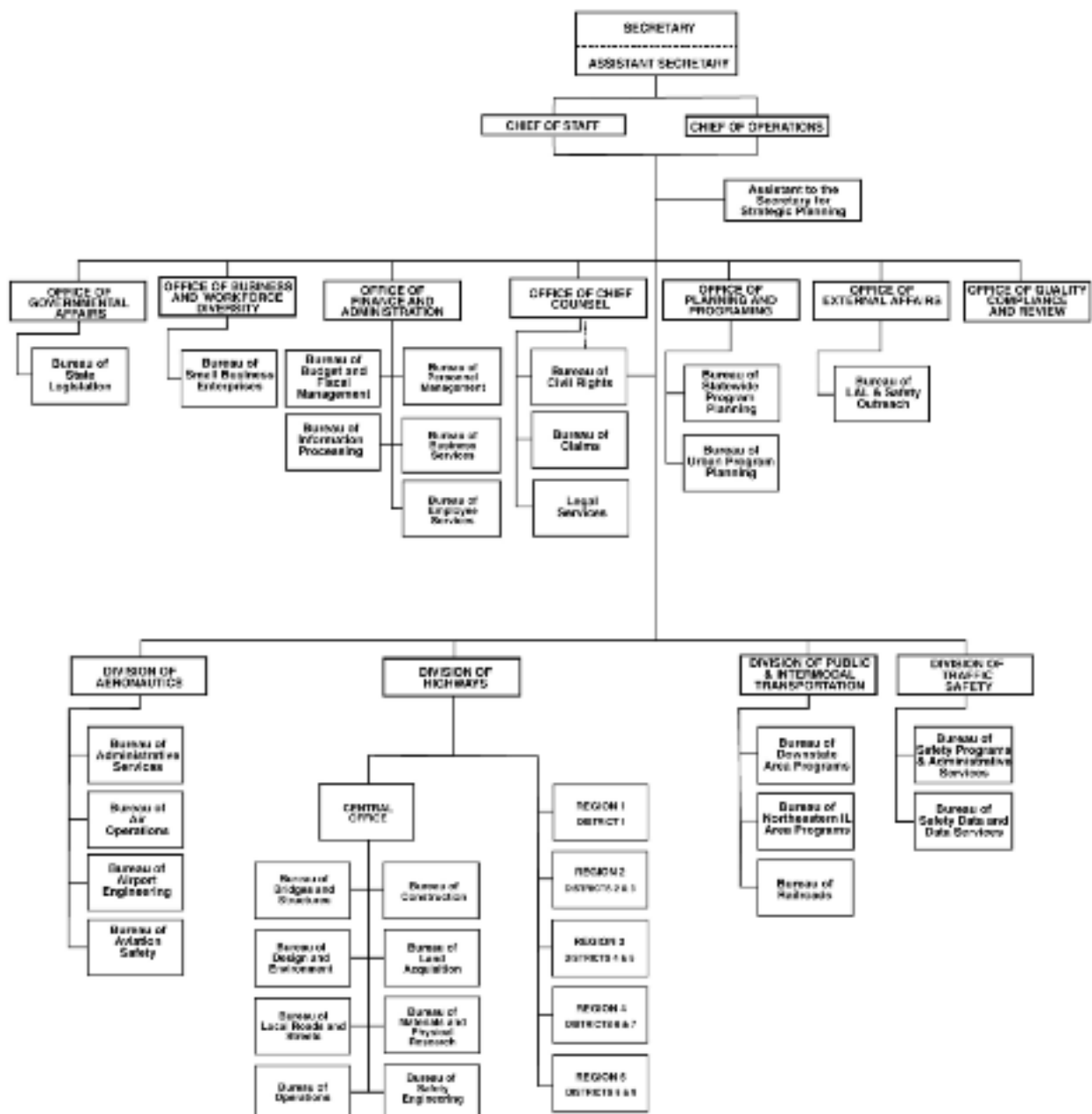
1. **Completed the multi-year reconstruction of the Dan Ryan Expressway in Chicago.** This full-scale reconstruction added lanes and improved access lanes to ease congestion, improve safety and expand capacity. The project featured innovative environmental changes to protect air quality during construction, including on-site idling restrictions, emissions controls, and air quality monitoring in areas neighboring the construction project.
2. **IDOT accomplished 91.4 percent of its published road and bridge improvement program in 2007.** IDOT kept its program promises in all regions of Illinois providing about \$1.8 billion in road, bridge and safety improvements.
3. **IDOT repaired or reconstructed 908 miles of roadway pavement, 274 state bridges, and 187 specific safety improvement projects during 2007, exceeding its promised accomplishments in the annual highway program.**
4. Despite continuing budget constraints affecting all of state government in 2007, **IDOT maintained 86.7 percent of its more than 16,000 miles of state highways, and 90.3 percent of its nearly 7,900 bridges, in acceptable or better condition.** The remaining pavement miles and bridges are safe and in use, but in need of repairs.
5. **Illinois Amtrak rail passenger train service served a record number of riders in 2007,** with total ridership of nearly 1.2 million, up from less than 1 million in 2006. Ridership capacity was increased in 2007 as the Governor's budget doubled state funding for Amtrak, resulting in additional train capacity to meet the rising demand for inter-city rail service.
6. **Internationally recognized certification of IDOT's process management system including planning, design, construction, maintenance and administrative oversight in the Division of Highways and other areas of IDOT.** The Department is expanding these ISO 9001:2000 Standard requirements to all phases of IDOT administration and operation for improved process management. The certification requires ongoing independent audits to verify the quality of the IDOT management system and ensures full public accountability and documentation for IDOT's work.
7. Successful implementation of the Governor's initiative on work zone safety, **IDOT's construction work zone improvements on state highways resulted in a continuing trend of fewer overall work zone fatalities.** A total of 11 people died in work zone crashes in 2007, down from 26 in 2006. This number reflects a dramatic improvement in work zone fatalities, with nearly 75 percent fewer work zone deaths from 2003 to 2007.



8. Enactment of the Primary Seat Belt Law in 2003 along with improved awareness campaigns and stricter law enforcement has helped **reduce the number of fatalities on Illinois highways**. For the second straight year, Illinois had the fewest fatalities on roadways since 1924. This trend toward safer highways means 200 fewer people died on Illinois roads than in 2003.
9. **IDOT held annual administrative costs department-wide at 9.6 percent of total costs in 2007, well under its goal of no more than 10 percent adminis-**

**trative costs**. These reductions from 2002-03 levels of 12 to 14 percent represent a decrease of more than \$20 million a year in staff costs.

10. **IDOT reduced staffing to an all-time low of 5,377 employees in 2007**, down nearly 7 percent from 2006, and down more than 20 percent from its staffing level of 6,820 in 2002. The staff reduction of 1,443 employees since 2002 results in cost reductions of more than \$100 million in salaries and benefits.



## **IDOT: Continuous Improvement for Efficiency, Accountability**

In 2007, the Illinois Department of Transportation achieved continued ISO 9001:2000 quality certification of its processes involved in the Planning, Design, and Construction of Road and Bridge Improvements, Maintenance of Existing Roads and Bridges, and Administrative Oversight in the Division of Highways and key administrative support areas. The registration encompasses the majority of activities and processes in the Central Administrative Office and Regional District Six, involving more than 700 employees.

ISO 9001:2000 is an internationally accepted quality standard that is embraced by more than 750,000 organizations worldwide, based on guidelines developed and established by the International Organization of Standards (ISO). Included are such organizations as J.D. Power and Associates, Sears, and NASA. Registration to the ISO standard is a complex undertaking that involves multiple audits of an organization's internal quality control systems to determine levels of conformance to the requirements of the standard. Registration ensures that ISO 9001:2000 requirements have been properly implemented and maintained by the audited organization, and that the organization seeks continuous improvement. Annual assessments of the organization are required to maintain the certification.

This quality management effort, in its first two years, has produced numerous improvements for the Department including:

- Improved control and electronic tracking of documents and records;
- Improved communication of strategic goals throughout the organization;
- Implementation of effective objectives and measures in all areas to drive continual improvement of core processes;
- Improved customer complaint processes and service satisfaction measures to ensure the Department maintains a customer focus;
- The creation of dynamic manpower staffing models to predict future manpower needs based on anticipated workloads;
- Improved documentation of key processes to promote effective knowledge management and improved productivity.

IDOT in 2008 and 2009 will seek to expand the ISO 9001:2000 registration within the Central Office and two additional Districts.

As a measure of the effects of such changes, the annual IDOT employee survey seeks to assess and compare employee attitudes about work-related issues. Results from 2005, when ISO certification was

initially achieved, to 2007 suggest that improvements such as those leading to the ISO certification are helping the agency improve operations in key areas as responses to the following issues showed significant gains in agreement among IDOT staff:

- Work goals aimed at customer satisfaction: up from 75% in 2005 to 82% in 2007;
- Overall job satisfaction: up from 64% in 2005 to 75% in 2007;
- Involvement in decisions affecting my work: up from 57% in 2005 to 65% in 2007;
- Effective internal communications systems: up from 60% in 2005 to 70% in 2007.

## **Organization and Responsibilities**

IDOT is developed around a functional organizational concept with seven Offices providing staff support to the Secretary and four modal Divisions.

### **• Offices**

Business and Workforce Diversity  
Chief Counsel  
Finance and Administration  
Governmental Affairs  
Planning and Programming  
Operations and Communications  
Quality Compliance and Review

### **• Divisions**

Aeronautics  
Highways  
Public and Intermodal Transportation  
Traffic Safety

The mission of IDOT is to provide safe, cost-effective transportation for Illinois in ways that enhance the quality of life, promote economic prosperity and demonstrate respect for our environment. The department strives to achieve this mission by making these guiding principles the hallmark of its work: Safety, Integrity, Responsiveness, Quality, and Innovation..

*Underlying strategic objectives seek to:*

- Provide cost-effective, quality highways and services to the highway user.
- Minimize inconvenience to travelers as construction, resurfacing and other improvements take place.
- Integrate concern for the environment and quality of life of Illinois citizens in the transportation planning process.
- Improve communications and other processes within IDOT.
- Increase public awareness and involvement through improved external communications.
- Coordinate programs and services better.
- Pursue technological innovations which will allow IDOT to more effectively address urban congestion problems, to explore new or existing modes and alternatives that increase the efficiency of the existing

system and to make better use of highway building materials and new designs.

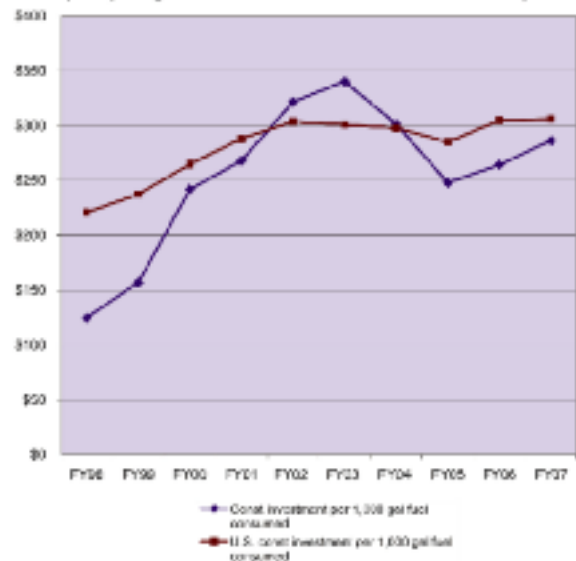
- Improve safety for travelers and transportation workers.
- Continue the state's role to preserve Illinois as one of the nation's major airline hubs by fostering the development of a new third airport in northeast Illinois.
- Make capital resources available for highway improvements that will be a positive force in the location, selection or expansion of existing or new industrial/economic development projects or tourism developments. Although economic development policy applies in both job creation and job retention situations, its use has been primarily focused in the job creation arena.
- Provide a stable base of transit operating assistance and capital funding to ensure the availability of public transportation throughout the state to serve individuals unable to use automobiles and to reduce congestion and improve air quality.
- Preserve and enhance rail passenger service in Illinois and continue the development of a high-speed rail system between Chicago and St. Louis as part of a balanced transportation system.

The Department of Transportation plans and implements capital improvements and owns and operates the Illinois state highway network. Public transportation, airports and rail service are under the broad oversight of IDOT but are operated by local units of government or other entities. Illinois provides funding for capital airport improvements, some passenger rail services and public transportation to preserve and enhance those transportation assets. Additionally, the state provides financial operating assistance to public transportation carriers.

Because the department is the operator of the state's highway network, the department has developed five strategic capital investment priorities which govern the allocation of state and federal funding for capital improvements on the 16,000-mile state highway system and to accomplish the mission of the Division of Highways:

1. Preservation and modernization of the Interstate highway system.
2. Preservation and modernization of the U.S. and Illinois marked route highway system – the state's backbone highway network.
3. Preservation and modernization of the Illinois unmarked highway system.
4. Expansion/add lanes improvements to reduce congestion.
5. Construction of new principal arterial routes to enhance economic development.

Annual Highway Construction Investment per 1,000 Gallons of Fuel Consumed (Comparing Illinois and U.S. Construction Investments)



## ILLINOIS' TRANSPORTATION SYSTEM

- Nearly 140,000 miles of roads and streets and more than 26,400 bridges carrying nearly 300 million vehicle-miles of travel daily.
- 52 public transit systems with 5,700 transit vehicles serving nearly 600 million passengers a year.
- 52 privately owned freight railroad companies operating on more than 7,380 miles of rail line.
- 12 privately owned intercity bus companies.
- 83 public airports (11 with commercial air service) and 54 private airports.
- Nearly 1,900 miles of the more than 16,000-mile state highway system are suitable for bicycling.
- 140 intermodal freight transfer facilities and 35 major passenger intermodal transfer points for intercity rail, bus and air transportation.

Illinois' transportation system includes privately and publicly owned and operated facilities. For more than a century, Illinois' central location within the United States and its historical prominence in agriculture, manufacturing, and commerce have spurred development of an extensive and highly used system of transportation and services.

Annual Miles of State Highway Pavement Improved in Illinois

